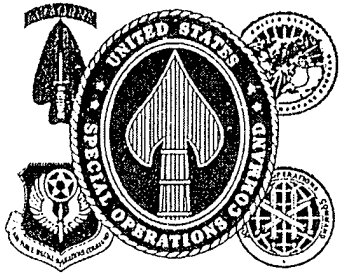


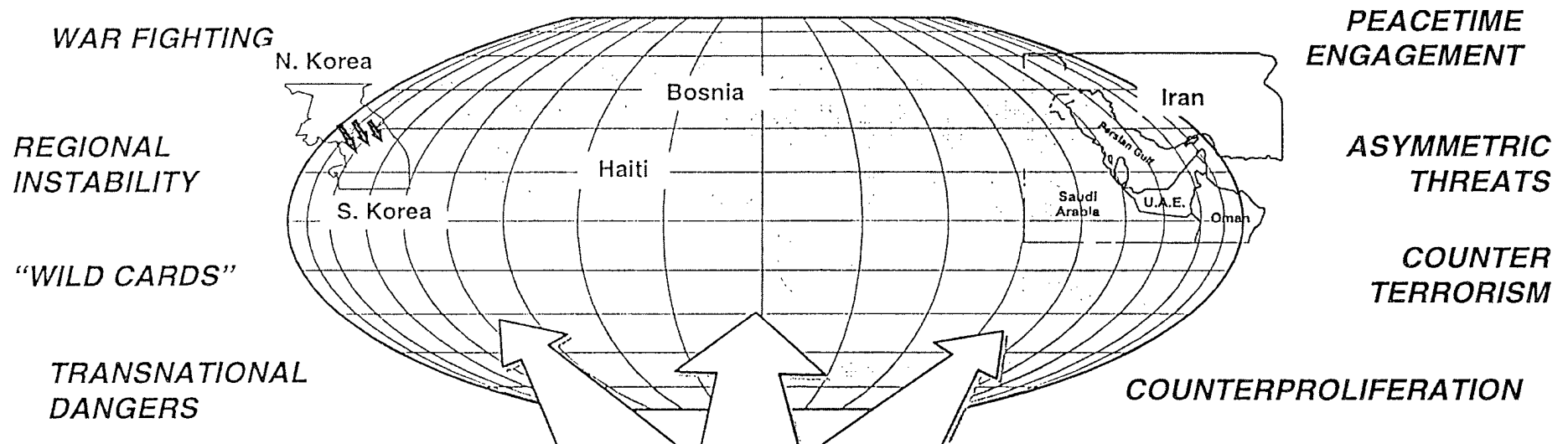
GENERAL PETER J. SCHOOMAKER
COMMANDER IN CHIEF
UNITED STATES SPECIAL OPERATIONS COMMAND



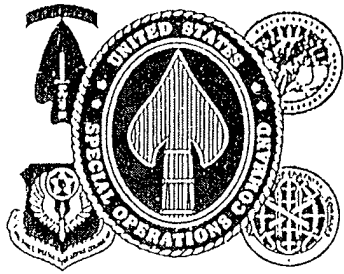
SHAPE, RESPOND, PREPARE NOW

...A MILITARY STRATEGY FOR A NEW ERA

**SHAPE THE INTERNATIONAL ENVIRONMENT AND RESPOND TO CRISES
WHILE PREPARING NOW FOR AN UNCERTAIN FUTURE**



SOF PLAYS A KEY ROLE IN EACH

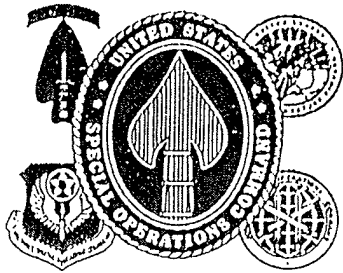


SHAPING & RESPONDING SOF IN FY97

- DEPLOYED TO 144 COUNTRIES & FOREIGN TERRITORIES
- 17 CRISIS RESPONSE OPERATIONS
- 224 JOINT COMBINED EXERCISES FOR TRAINING IN 91 COUNTRIES
- 194 COUNTERDRUG MISSIONS IN 20+ LOCATIONS
- DEMINING MISSIONS IN 11 COUNTRIES



ALL FOR < 1.4% OF DOD BUDGET & PERSONNEL.

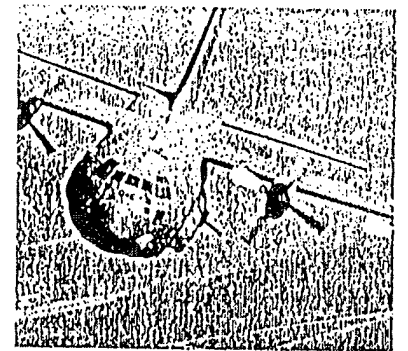
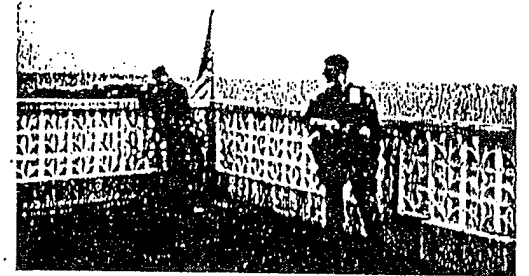
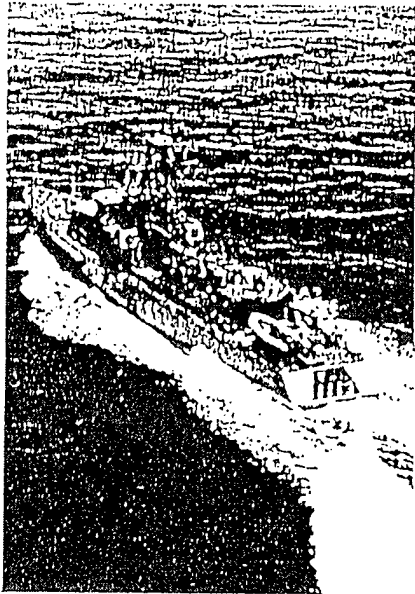


CRISIS RESPONSE GLOBAL SCOUTS

ALBANIA

NORTHERN IRAQ

CAMBODIA



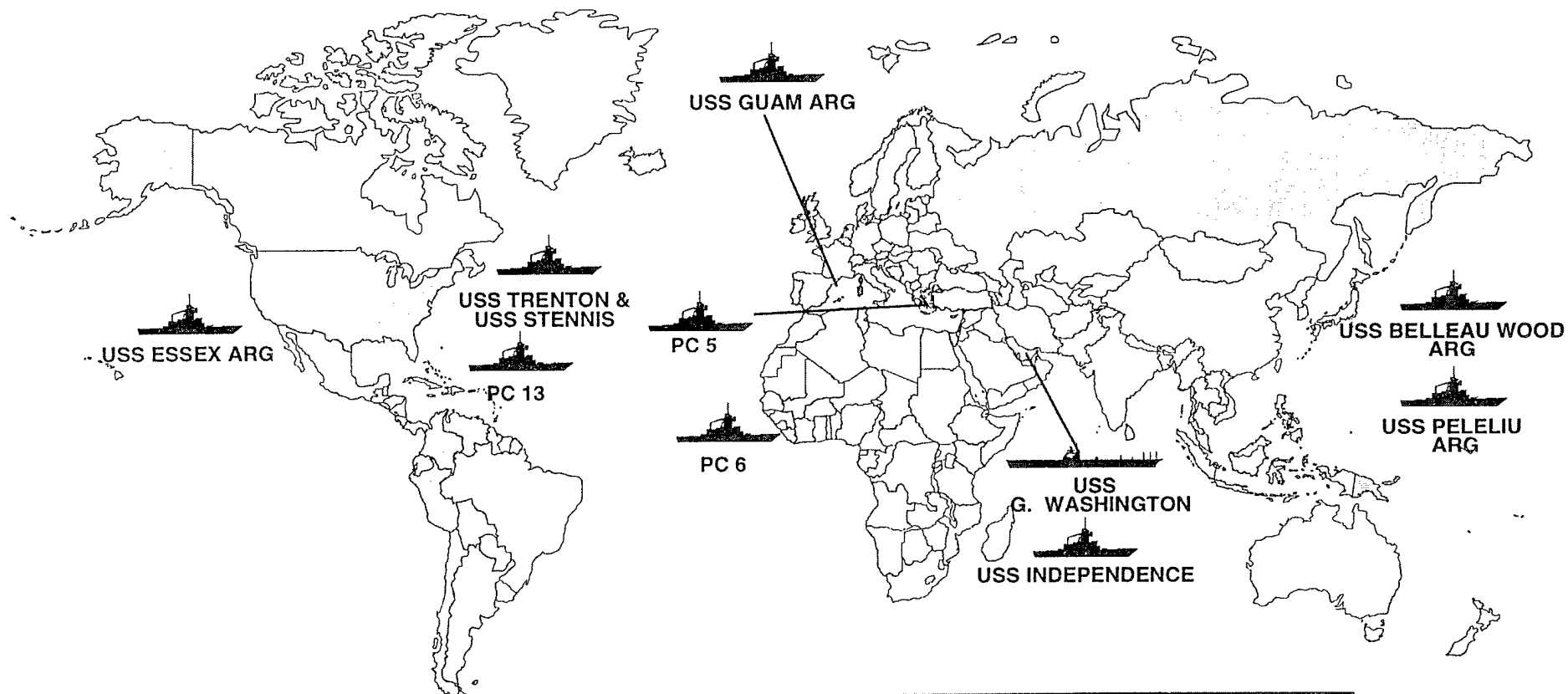
SIERRA LEONE

LIBERIA

NAMIBIA

CONGO

CURRENT WORLDWIDE SOF DEPLOYMENTS



SUMMARY FOR WEEK OF: 31 JAN - 6 FEB 98	COUNTRIES & FOREIGN TERRITORIES	UNITED STATES & TERRITORIES	FY98 WEEKLY PERSONNEL FIGURES	
			PEAK	AVERAGE
CONUS	0	28	2,775	1,705
OCONUS	63	4	4,695	3,122
COMBINED	63	32	6,831	4,827

COMPELLING REASONS FOR CHANGE

FUTURE OPERATING ENVIRONMENT

- FEWER "WARS," MORE CONFLICT
- INCREASED PEACETIME ENGAGEMENT
- ASYMMETRIC OPPONENTS
- "PUNCTUATE" INFORMATION OPERATIONS
- MORE SUN TZU, LESS CLAUSEWITZ

IMPACT OF TECHNOLOGY

- ENHANCE SOF
- REPLACE SOF?
- DISTRIBUTED THREATS
- NECESSITY FOR INFORMATION DOMINANCE
- NO SILVER BULLET

CHANGING CONVENTIONAL FORCE CAPABILITIES

SMALLER FOOTPRINT - MASSED EFFECTS,
NOT FORCES

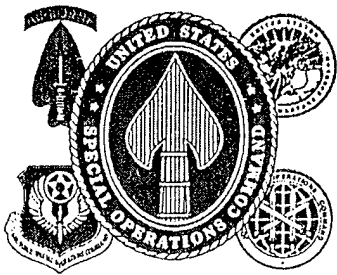
- PLUS -

INCREASING PRECISION, MOBILITY

- EQUALS -

MORE LIKE SOF

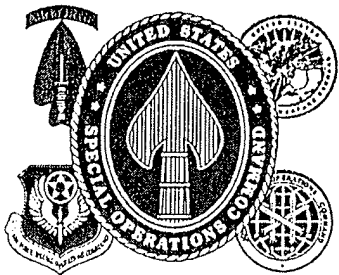
"WILD CARDS"



TRANSFORMING SOF

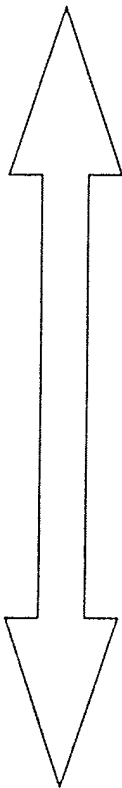
- MUST EVOLVE TO REMAIN RELEVANT
- WHICH CAPABILITIES TO...
 - RETAIN?
 - DEVELOP?
 - SHIFT TO CONVENTIONAL FORCES?
- SOF TRUTHS STILL APPLY...
 - HUMANS ARE MORE IMPORTANT THAN HARDWARE
 - QUALITY IS BETTER THAN QUANTITY
 - SOF CANNOT BE MASS PRODUCED
 - COMPETENT SOF CANNOT BE CREATED AFTER CRISES OCCUR



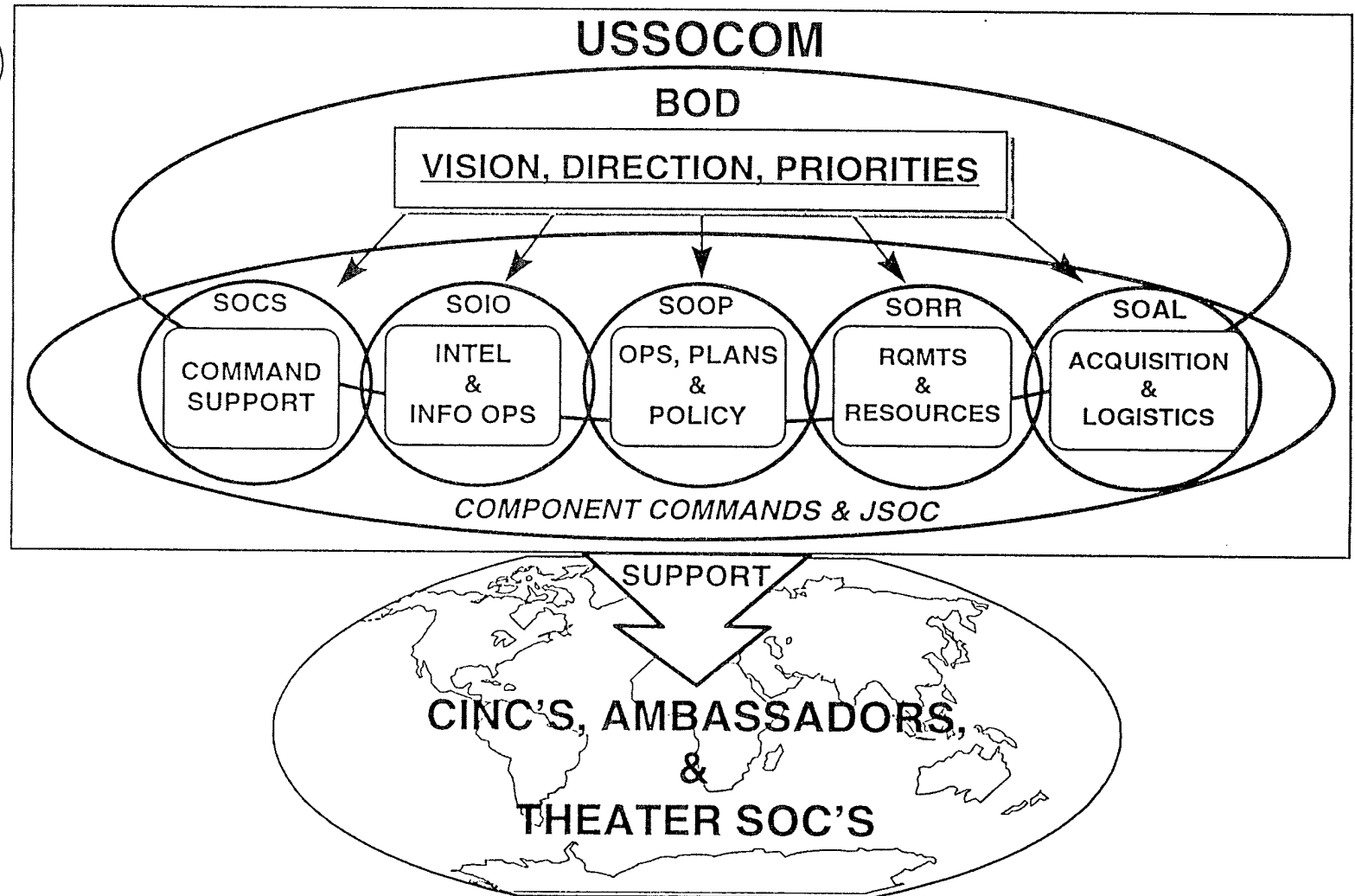


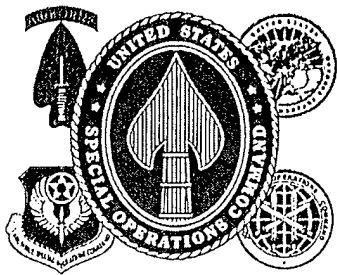
ORGANIZED FOR SUCCESS

STRATEGIC



TACTICAL

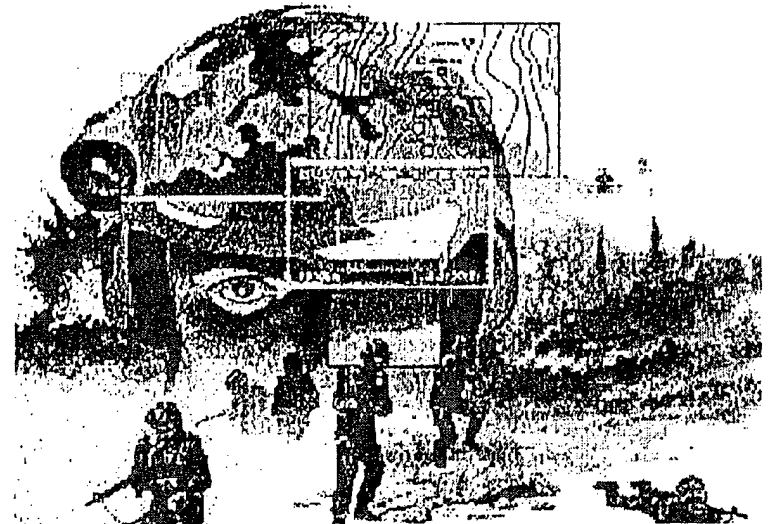




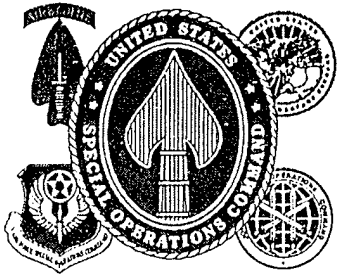
EYES WIDE OPEN

21st CENTURY SOF

- EMBRACE AND INSTITUTIONALIZE THE PROCESS OF CHANGE... ONLY CORE VALUES PERMANENT
- LEVERAGE TECHNOLOGY TO ENHANCE HUMAN DIMENSION
- TRAIN FOR CERTAINTY, EDUCATE FOR UNCERTAINTY
- CONDUCT STRATEGIC OPERATIONS IN TACTICAL ENVIRONMENTS
- PROVIDE U.S. WITH...
 - ECONOMY OF FORCE
 - EXPANDED OPTIONS
 - “TAILOR TO TASK” CAPABILITIES



FULL SPECTRUM FORCE: HAITI ➡ STARSHIP TROOPERS



SOF...

OUR PAST IS PROLOGUE

